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MEMORANDUM FOR: Colonel White 16 November 1953

SUBJECT : Junior Officers' Committee Final Report on Reasons for Low Morale Among Junior Officers and Recommended Courses of Action

1. I believe that this report is most interesting and also most useful if properly utilized as a step toward a fact finding process. It should be considered in this latter light, i.e. statement of problems rather than as a comprehensive document on the basis of which recommendations should be approved and subsequent action taken.

2. There seems to me to be running through the entire report an intangible theme of dissatisfaction which even the individuals themselves are not able to adequately express. In the following areas for example the premises on which the complaints are made have been found inaccurate and incomplete:

a. Case History #17 states that his only compensation for a serious spinal injury was a pat on the back and a hearty "there's nothing we can do." This obviously is the [redacted] case which was gone into thoroughly by Personnel, General Counsel, and the Inspector General. Mr. Kirkpatrick asked me to sit in while he discussed [redacted] case with him. After some time [redacted] himself seemed to recognize that his basic problem concerned his future with the Agency since obviously he could no longer [redacted] Also it was quite obvious that he had a personal adjustment to go through in view of his injury which even today causes him certain restrictions in his own personal planning.

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b. Somewhat related to the above are the series of recommendations on the inadequacies of medical benefits. The comments indicate that apparently each serious injury or illness is treated as something entirely new. Other comments indicate that little is known of Agency policy or practices and the individuals consequently are in doubt as to what compensation would be provided by the Agency. There is a further comment that people in hazardous assignments cannot obtain either Agency insurance or hospitalization unless they are under official cover. (This is pure nonsense.) Far reaching recommendations are made to adjust the present medical compensation system. In the final analysis, of course, the present system is generally far more liberal than the military and greatly in excess of anything the individuals could procure in industry.

c. There are also statements relating to the subject of draft exemptions. Generally they run to the tenor that CIA can get draft exemptions and they were so told by recruiters. These types of statements have been run down by Personnel and it is believed that there were actually six specific cases in which the individuals were confronted with the recruiters and in the final analysis backed down and stated that no such statements were made to them.

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3. There are other examples of misconception which the above will serve to illustrate a point. These dissatisfactions in part are based on ignorance of Agency policy and in other cases by dissatisfaction and resentment which the individuals seem unable to articulate and therefore twist previous representations made to them. To me, however, it seems that all of this is symptomatic of true dissatisfaction which is a real problem which must be met by the Agency and the Career Service Boards. It has been the conclusions of many people that job satisfaction and morale are based primarily on intangible and nebulous feelings of the individuals that they are a part of the machinery, that their worth is recognized, and that they are regarded as more than merely numbers of a T/O. If some of these individuals had this feeling of being of service to the Agency and of being wanted by the Agency, many of the complaints in this report, in my opinion, would have been eliminated entirely or certainly would have been put in a much different way.

4. The wide spread ignorance of the Career Service, medical benefits, promotion policy, etc. do reflect, in my opinion, a shortcoming of the Agency. Certain of these subjects have been brought up time and time again in other places. Therefore, the Agency is failing in its job of getting the basic information across to all levels. I believe that this is something solid and concrete which the components of the DD/A organization have a primary responsibility.

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